



# The East London Waste Authority

## Best Value Performance Plan 2006/07

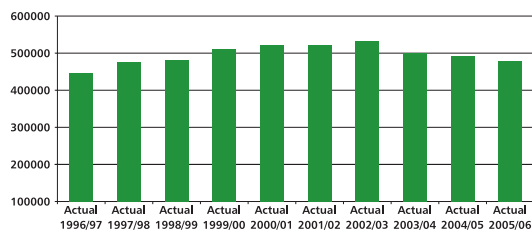


A working partnership

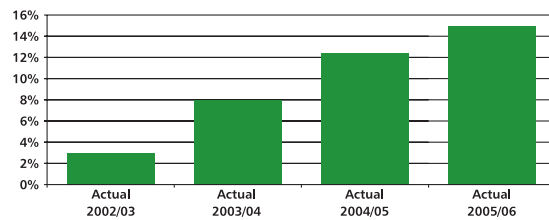


New investment in 2005/06

### Reduced Waste 1996 – 2006



### Increased Recycling 2002 – 2006







<b>Section</b>	<b>Page</b>
Map showing location ELWA authorities	4
Did you Know?	5
<b>1</b> Foreword by the Managing Director of ELWA	6
<b>2</b> Introduction to ELWA	7
<b>3</b> ELWA's Strategy	8
Community Consultation in relation to the Strategy	10
<b>4</b> Waste Data	11
<b>5</b> Performance & Current Services – Waste Management	12
<b>6</b> Current Services – Responsibilities for Closed Landfill Sites	17
<b>7</b> Best Value Reviews & Review Programme	18
<b>8</b> Performance Indicators & Targets	20
<b>9</b> Financial Statement	21
<b>10</b> How to Contact Us	22
<b>11</b> Tell Us What You Think?	23

# The East London Waste Authority



East London Waste Authority (ELWA) is the statutory waste disposal authority for an area of London in which almost 1 million people live. ELWA's primary responsibility is to dispose of the household waste arising in the London Borough Councils of Barking & Dagenham, Havering, Newham and Redbridge.

A significant part of the ELWA area falls within of the London Thames Gateway. The Thames Gateway is a priority area for regeneration and growth.

Also within ELWA's area is the main site for the London 2012 Olympic and Paralympic Games.

The Thames Gateway developments and the 2012 Olympics will result in the transformation of a large and relatively unknown corner of London into a new and accessible business, leisure and housing district with high quality design and environmental and ecological benefits.

## Did you know?

- The volume of waste produced in the UK in less than two hours would fill the Albert Hall in London
- Recycled plastic is used for making insulation. Five 2 litre recycled bottles provide enough padding for a ski jacket
- It is estimated that the total disposable nappy waste from one baby's early years would fill 156 black rubbish bags
- If all the aluminium drinks cans recycled in the UK last year were laid out end to end, they would stretch from John O'Groats to Land's End 140 times!
- East London will have the first major Mechanical Biological Treatment facilities in the country. These convert residual household waste into recyclates and an energy source
- You can stop junk mail by contacting the Mailing Preference Service on **0845 703 4599** or e-mail: [mps@dma.org.uk](mailto:mps@dma.org.uk) or visit: <http://www.mpsonline.org.uk>

### Why Recycle?

A comprehensive international review has highlighted the benefits of material recycling in tackling global warming. The findings come in a report by The Waste & Resources Action Programme (WRAP). The view from WRAP in the wake of the study was clear...

***"The message for policy makers and practitioners is unequivocal. Recycling is good for the environment, saves energy, reduces material extraction and combats climate change".***

Welcome to the East London Waste Authority's (ELWA) Best Value Performance Plan for 2006/07. This document provides a general insight into how we provide waste management services and how we have performed against the targets that were set for 2005/06.

ELWA is committed to meeting the needs and aspirations of the local communities and meeting the needs of its four London Councils of Barking & Dagenham, Havering, Newham and Redbridge.

ELWA works very closely with these four councils and the Authority is made up of two Councillors from each of the councils. The Management Board is made up of at least one senior officer from each council and ELWA's fulltime staff are seconded from these councils.

It is by this close working that ELWA can play its part in improving the local environment for the benefit of all that live in, work in and visit the area.

During the course of the year, ELWA and its four councils reviewed and agreed a new Joint Waste Management Strategy. The headlines are set out in page 8. This shows ELWA's commitment to meeting National strategies for waste including increased recycling and reduced landfill. A summary of the consultation and public involvement arrangements in arriving at the new strategy is also included at page 10. In addition to the strategy, ELWA and the four councils have agreed detailed action plans to continue to improve recycling performance and improve services to the Public.

Already the Authority has achieved a lot. Since the adoption of the original waste management strategy, ELWA has:

- awarded a long term contract to implement an Integrated Waste Management Strategy (IWMS) for the area
- rebuilt the old civic amenity sites in each of the four councils and transformed them into Re-use and Recycling Centres
- refurbished a recycling centre near Ilford Town Centre
- refurbished and increased the number of recycling containers at the roadsides;



- opened a large new recycling facility in Havering
- commissioned two large Mechanical Biological Treatment facilities (Bio-MRF) which convert residual waste into recyclates and an energy source
- significantly increased levels of recycling, in conjunction with the four Boroughs, across the area
- now revised its waste management strategy to meet new legislation restricting the landfilling of waste.

We are confident that this year's Plan will demonstrate "Best Value" for our residents and we welcome any views you may have on the services we provide.

**Rob Whiteman**  
Managing Director,  
East London Waste Authority

### The Authority

ELWA was established on 1 January 1986 as a Statutory Waste Disposal Authority (WDA) by the Waste Regulation and Disposal (Authorities) Order 1985. ELWA began to carry out its functions on 1 April 1986, following the abolition of the Greater London Council.

ELWA is responsible for waste disposal in the area that covers the four constituent London Borough Councils of Barking & Dagenham, Havering, Newham and Redbridge. The four councils are each responsible for waste collection in their areas.

The boroughs have a combined population of approximately 900,000 people living in approximately 340,000 households. ELWA receives approximately 500,000 tonnes of waste each year from the councils and their residents.

The principal legislation that governs ELWA's duties and activities is the Environmental Protection Act 1990 (the "EPA").

The ELWA Constitution can be viewed on our website or copies can be provided on request.

### ELWA Officers and Staff

Daily operations are managed from Arden House, 198 Longbridge Road, Barking, on behalf of ELWA by the following personnel:

Executive Director  
General Manager  
Contracts Manager  
Office Manager  
Secretary

### ELWA Members

ELWA comprises eight Members, with two Members appointed annually from each of the four councils. These Members are Councillors within their respective councils.

Although the eight Members of ELWA are appointed by the councils, they are required (when representing ELWA) to act in the interests of ELWA as the Waste Disposal Authority for the combined area of the four boroughs.

- (i) Collectively, ELWA Members are the ultimate policy-makers and those responsible for strategic and corporate functions of ELWA
- (ii) They participate in the governance and management of ELWA
- (iii) They represent ELWA on other bodies, and
- (iv) Have a duty to maintain the highest standards of conduct and ethics and follow a Code of Conduct.



*From left to right: Councillors Alan Weinberg (Redbridge), Steven Kelly (Havering) – Vice Chair, Milton McKenzie (Barking & Dagenham) – Chair, Barry Tebbutt (Havering), Mrs Pat Twomey (Barking & Dagenham), Pat Sheekey (Newham) and Patrick Murphy (Newham)*

*Councillors Peter Goody (Redbridge) and June Leitch (Newham) were unable to attend this meeting.*

The Strategy set out below was approved by the Authority in February 2006.

This strategy shows how the East London Waste Authority, together with the London Boroughs of Barking & Dagenham, Havering, Newham and Redbridge, intend to manage municipal solid waste by means of a Vision, Objectives and Targets.

Our vision is:

***“To provide an effective and efficient waste management service that is environmentally acceptable and delivers services that local people value”***

Our objectives are to:

- (i) Provide reliable and achievable services in terms of managing and disposing of the waste
- (ii) Provide services that are environmentally and economically sustainable in terms of:
  - encouraging waste minimisation initiatives
  - seeking to maximise waste recycling and composting opportunities potentially supported by energy recovery
  - Meeting national recycling and recovery targets whilst recognising regional waste strategies
  - complying with legislation on waste management
  - contributing to local economic development.
- (iii) Help promote the most cost effective delivery of services
- (iv) Ensure that the services shall be sufficiently diverse and flexible and not dependent upon a single method of waste treatment
- (v) Reduce biodegradable waste landfilled in order to meet the requirements of the Waste and Emissions Trading Act

Our joint targets are to:

- stabilise or reduce the level of waste generated to below 515 kg per year per head of population
- achieve and where possible exceed, statutory recycling and composting standards (See box 1, page 9)
- recycle or compost 25% of our waste from April 2005, 30% from April 2010 and 33% from April 2015
- divert from landfill 40% of waste from April 2007, 45% from April 2010 and 67% from April 2015
- reduce biodegradable municipal waste sent to landfill to below 210,000 tonnes per year from April 2009, 140,000 tonnes per year from April 2012 and 100,000 tonnes per year from April 2019
- find the best methods to serve all households with a recycling collection of at least four materials by 2008.

We will achieve this by working in partnership across the councils, with our contractors and with other stakeholders, putting in place incentives to achieve targets where we can.

Action plans for how we will achieve the aims and targets have been prepared. The strategy review process conducted in 2005 indicated that we should focus on increasing recycling, improving the efficiencies of the Bio-MRF plants and on investigating advanced thermal treatments of residual waste.

The strategy has been prepared in consultation with the public and with stakeholders and takes account of government guidance and the Mayor of London’s current Municipal Waste Management Strategy. It will inform the joint waste planning framework for the four Constituent Councils.

This strategy will be kept under review including issues resulting from the review of the National Waste Strategy or the Mayor’s Municipal Waste Management Strategy.

### Box 1 Statutory Targets

Statutory Performance Standards for Household Waste Recycling & Composting		
Authority	2005/06	2007/8
Barking & Dagenham	18%	18%*
Havering	27%	27%
Newham	18%	18%*
Redbridge	21%	21%
East London Waste Authority	18%	18%*

*\*After the current strategy had been published, the Government increased the 18% targets to 20%*

### Why ELWA’s Waste Management Strategy was reviewed

The original strategy was approved 10 years ago and had provided a robust and valuable sense of direction for the Authority leading, in 2002, to the joint venture with Shanks Waste Management. The joint venture was tasked with meeting the national waste targets for recycling and recovery of energy from waste and delivering a reliable environmentally and economically sustainable waste management service for our communities.

However, the Government introduced in 2003 new national and local landfill targets in the Waste and Emissions Trading Act (WET Act). The Act requires Waste Disposal Authorities to continually reduce, in the period up to 2020, the amount of biodegradable household waste that they send to landfill. If Authorities do not meet these reducing targets they are liable to heavy fines by central government.

ELWA’s strategy review in 2005 and 2006 was therefore amended to look at these new statutory requirements and consult on how they should be addressed.

The outcome of the review was to confirm that the original objectives and targets were still relevant and to add one new objective and some additional targets. The latter are aimed at reducing the amounts of biodegradable household waste that ELWA landfills over the next decade or so.

It is early days but the new strategy has already provided a valuable sense of direction and, as a result of consequential actions, ELWA is on track to meet the new statutory restrictions concerning the landfilling of waste.

# 3 Community Consultation in relation to the Strategy

## What consultation was undertaken and why?

Government advice for the Development of Municipal Waste Management Strategies (2005) states that both stakeholders and the community should be involved in developing Municipal Waste Management Strategies (MWMS):

“Authorities should also engage the local community and other external partners innovatively and actively at an early stage. Appropriate consultation should be continued throughout the strategy development process”.

ELWA engaged its community through a range of consultations and approaches in an attempt to gain feedback and information to assist with preparing the joint MWMS. This engagement was part of the original strategy development process and constitutes a continuing feature of long-term waste management.

The variety of methods used included: door-knocking; publication of waste articles; discussions with specially established public reference groups; distribution of a waste management leaflet; an internet-based questionnaire; specific consultation sessions with key stakeholders; newsletters; the inclusion of waste issues in other public realm consultations; responding to comments and complaints; outreach waste awareness events for community forums; an educational visits programme; visitor centres at key sites.

## Summary of Community Consultation specifically for the Strategy Review

- **Survey**  
The community supported the waste management options that had been chosen. It believed that industry should take more responsibility for waste production and that the community should pay for waste generation. Education and publicity were highlighted as being crucial in reducing waste and increasing recycling.
- **Stakeholder feedback**  
ELWA received specific feedback from the Environment Agency and the London Community Recycling Network.
- **Reference groups**  
Reference groups (consisting of residents of the four boroughs) agreed that recycling is the preferable step to divert biodegradable waste from landfill. Some groups highlighted the need for education and a more comprehensive recycling system to assist with meeting recycling targets.
- **Door knocking**  
The door-knocking campaign that was conducted across all boroughs resulted in 51,676 face to face interviews. Residents suggested that bags should be given out more regularly and that they were more likely to recycle materials that are collected at the kerbside. Other residents suggested that a kerbside green waste collection would be useful, as well as information on how to home compost.

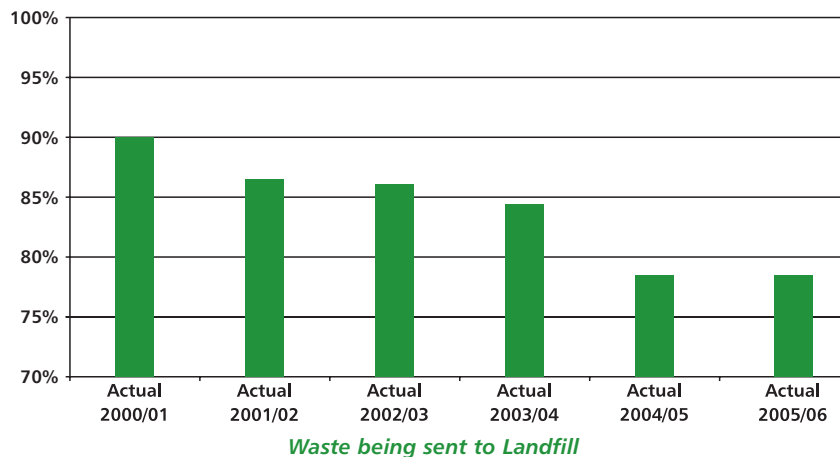
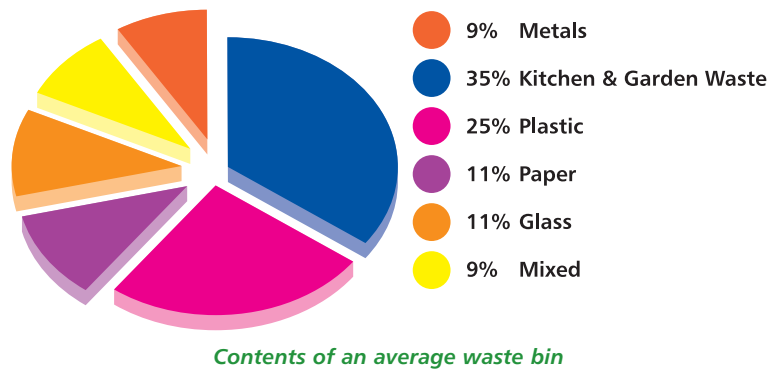
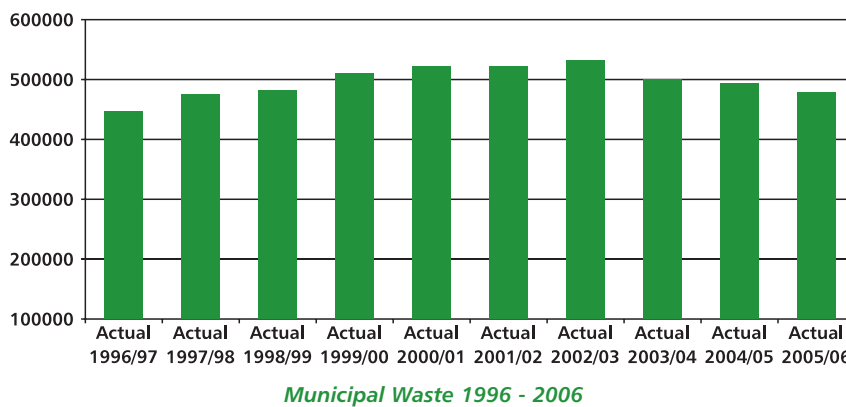
ELWA communities recommend that:

- efforts be made to increase recycling
- landfill be the last resort
- services be provided to the whole community
- a comprehensive waste communication plan be developed and delivered
- home composting is included
- the strategy should remain flexible to change; and
- industry should be encouraged to reduce packaging materials.

Waste Generation Patterns

ELWA disposed of a total of nearly 500,000 tonnes of waste during 2005/06 which, as anticipated, was a slight decrease in volume compared with 2004/05. Despite this decrease, ELWA expects to see a gradual rise in waste tonnages in the years ahead as the population in East London increases, primarily as a result of Thames Gateway developments.

The graph below shows the total amount of municipal waste generated in East London over the period 1996 – 2006.



## Performance at a glance

2005/06 compared to 2004/05:

- costs and taxes – up by 5%
- recycling and composting – up by 16%
- waste handled – down by 1.5%

## General background to the Waste Management Service

ELWA is now into its fifth year of an Integrated Waste Management Service (IWMS) Contract with Shanks Waste Services Limited (now Shanks Waste Management Ltd) \*.

Although the company is registered as ELWA Limited, it operates under the name of “Shanks.east london”, which is a better reflection of the partnership between ELWA, the four councils and Shanks Waste Management Ltd.

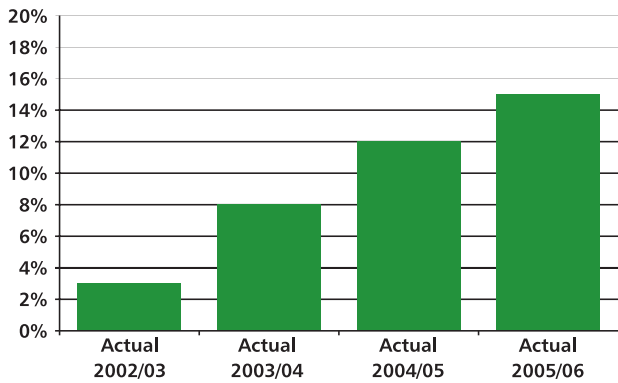
Shanks.east london is responsible for the management and disposal of all waste presented by ELWA and the four councils. This includes waste collected by the councils from households and some small businesses each week, waste from street cleansing, and also waste deposited by members of the public and small businesses visiting the Reuse & Recycling Centres. In 2005/06 this amounted to nearly 500,000 tonnes.

Set out below is a summary of the services provided by Shanks.east london during the course of the Contract, and their £100 million investment in sustainable waste management for the ELWA area comprising:

- significant improvements at all Civic Amenity Sites (now renamed Reuse & Recycling Centres). Recycling and Composting performances of over 50% are now being achieved at some of these sites
- local treatment of the residual waste (i.e. waste that has not been recycled), in mechanical biological treatment processes (MBT) that dry and stabilise waste, reduce its weight and allows further separation of materials for recycling. Major new facilities are currently being built at Jenkins Lane and Frog Island
- production of a secondary fuel from this waste that can be used to generate energy displacing the need to burn fossil fuels
- moving waste off roads onto rail (and possibly onto the river Thames)
- an increase in local employment
- education and community campaigns to promote waste minimisation, recycling and recovery and the provision of education and visitor centres (in operation now)
- introduction of kerbside separation of recyclables for all households (phased extensions underway)

\* As a result of the letting of the IWMS contract in 2002, the Authority had no requirement to let any further contracts within the last year which would have necessitated compliance with the Code of Practice on Workforce Matters in Local Authority Service Contracts.

### Recycling Performance Comparison April 2002 to 2006



### Doorstep Collections and Recyclates



Orange 'survival' bags containing recyclates being collected

ELWA and the constituent councils (with the exception of Redbridge) are introducing a "Survival" bag programme for doorstep collections of recyclable materials. This programme cannot be fully implemented in all areas until 2007/08 when the new recycling infrastructure being built by Shanks will be completed. Redbridge residents are encouraged to dispose of their recyclates in recycling boxes, while residents living in the remaining council areas are encouraged to use orange plastic sacks. As an interim measure, and with financial support from the London Recycling Fund, the councils have introduced various schemes which separately collect multiple materials. These have already resulted in enhanced recycling performance.

### Reuse & Recycling Centres

As a result of the redevelopment of the sites, ELWA saw recycling performance reach an impressive 43% across the Reuse & Recycling Centres at:



Gerpins Lane, Upminster  
(London Borough of Havering)



Frizlands Lane, Dagenham  
(London Borough of Barking & Dagenham)



Chigwell Road, Woodford  
(London Borough of Redbridge)



Jenkins Lane, Barking  
(London Borough of Newham)

“Bring” Sites

ELWA, via its contractor, now provides over 640 bin “bring” sites across the four councils (an increase of 40% since the start of the Contract). These are cleared, cleaned and maintained on a regular basis and a phased programme of refurbishment and expansion is well under way. In the Havering area, the phased programme is complete. The year 2006/07 will see the completion of the phased programme for the Barking & Dagenham and Redbridge areas. 2005/06 saw the introduction of the new and easily visible recycling label applied to the sides of the bring banks. A programme of replacement will continue throughout the coming year.

Moving waste off roads onto rail and possibly the river

In the not too distant past, our waste was carried by road to various landfill sites across the country. Now, sixty-six vehicle movements of containerised waste per day are transported a much shorter distance by road because the waste is now taken to Dagenham Dock railhead for transportation by rail.

43% of ELWA’s waste taken to landfill is now transported by train.



Recycling bring banks



New label for mixed recycling bring banks



Train loaded with waste leaves Barking railhead

Local treatment of residual waste (i.e. Waste that is not recycled or composted.)

In 2005/06 the works were completed at Frog Island – providing the first Mechanical Biological Treatment (MBT or Bio-MRF) facility in England.



*Aerial view, Frog Island  
(London Borough of Havering)*

These facilities provide the infrastructure to increase recycling and reduce the amount of waste sent to landfill in conjunction with other Materials Recycling Facilities (MRF) at these and other local facilities at smaller sites.



*Aerial view, Jenkins Lane  
(London Borough of Newham)*



*Ben Bradshaw MP (left), the Minister for Waste, visiting the Bio-MRF at Frog Island with Mike Averill, Chief Executive of Shanks Group plc (June 2006)*

**How does the Bio-MRF process work?**

General waste and recycling materials collected by household refuse collection vehicles are taken to the Bio-MRF. The orange bags are separated so that recycling materials can be sorted and sent to processors. The residual waste (i.e. not the recyclates in the orange bags) is shredded and placed under temperature controlled conditions.

This waste reduces in volume and becomes dried and 'stabilised' thus minimising the production of methane,

a greenhouse gas typically arising from conventional landfill.

The final product is a 'stabilate' from which further recyclates can be extracted (e.g. metals and glass). An organic component potentially suitable for composting is also produced and also a material which can be used for energy generation. This material is a 'cleaner' power source than coal and has almost the same calorific value.

**The Bio-MRF Process in Pictures**



**1** Waste being deposited into the Bio-MRF from the back of household refuse collection vehicle



**4** Residual Waste (i.e. not orange bags) being shredded



**2** Waste entering the Opti-Bag system in order to separate orange bags containing recycling materials



**5** Shredded Residual Waste during maturation in Bio-MRF



**3** Orange Bags being separated for sorting and transportation to recycling processors



**6** Recyclate materials extracted from Residual Waste (leaving Frog Island)

### Closed Landfill Site Strategy

As part of its legacy from the old GLC, ELWA owns and manages four old landfill sites.

During 2005/06, as part of the Authority's landfill strategy, ELWA commissioned environmental consultants, Enviros, to undertake extensive site investigations and evaluation to ascertain the levels of contamination and possible remediation requirements.

Based on these investigations, ELWA will produce a programme for their use or ongoing maintenance. One example of the beneficial use of these sites is the composting operation at Aveley, which produces approximately 2,000 tonnes of PAS100 accredited soil conditioner and mulch.

Electricity is also produced for the National Grid. This comes from the landfill gas that is still generated from the site, which is operated by our joint venture company, Aveley Methane Ltd.



*Aveley Methane Plant*



*PAS 100 Certificate of Compliance with the British Standard Institution's Publicly Available Specification for Composted Material*

## Best Value Reviews & Review Programme

Best Value is a key element in the Government's plans for modernising local government. Since April 2000 ELWA, along with all other local authorities, has had a duty to obtain best value in the provision of its services. Authorities have to undertake reviews of their various services, with the aim of ensuring that these services continue to be what local people need and that they are being delivered as efficiently as possible.

### Our approach

ELWA now implements a best value approach to all of its activities. ELWA believes that the approach it has adopted in developing and reviewing its integrated waste management strategy is an excellent example of best value in practice.

The strategy was implemented by a long term PFI contract with Shanks Waste Management. The arrangements are widely recognised as an innovative and now successful public/private partnership.

To ensure that best value continues to be achieved in these areas, there are provisions in the contract that require the contractor to reflect best value in the approach and provision of the services. This includes the contractor providing ELWA with annual and five-yearly service delivery plans which include proposals to achieve continuous improvement for ELWA, the constituent councils and local residents.

### Equality

East London has the distinction of being one of the most culturally diverse areas in the country. It contains areas of low income households with the associated pressures on environmental standards, educational achievement and social exclusion. In these circumstances ELWA has a role to play by ensuring its services are accessible on an equal basis.

Equality and economic regeneration will play an important part in how ELWA plans future waste disposal options. In addition, greater emphasis is being placed on education and awareness to encourage waste reduction and wider community participation in recycling.

### Specific Best Value Reviews in 2005/06

#### Review 1

In 2005/06 a Best Value review of Waste Management Strategy was conducted. The review brought ELWA's old strategy up to date to meet new legislative requirements and involved a number of consultation arrangements to steer direction.

Outcome: The resulting headline Joint Waste Management Strategy is included earlier in this document.

#### Review 2

In 2005/06, we also conducted a thorough Best Value Review of operational insurances in conjunction with our joint venture partner, Shanks Waste Management.

Outcome: This review resulted in better risk management but at no additional cost to the Authority.

#### Review 3

In 2005/06, we also continued our development of a closed landfill strategy.

Outcome: The outcome was a set of comprehensive environmental risk assessments and site valuations (summarised in an earlier section of this document). As part of this review, we looked at the structure and legal and financial standing of a small joint venture that operates on one of the sites. The company is called Aveley Methane Ltd (AML) and the review concluded that the company continued to provide good value for money.

### Future Best Value Reviews

Looking forward to 2006/07 we will be carrying out a thorough review of operational arrangements for waste management, in conjunction with the Constituent Councils and Shanks, and also looking at contact monitoring arrangements.

Looking further ahead, we will be looking at the implications of the Government's review of the National Waste Strategy. Also, we will be reviewing our arrangements for dealing with Landfill Allowances and we will revisit Insurance Benchmarking.

#### Best Value Review Programme

##### 2006/07

- a) Waste Management
  - 5 year Service Delivery Plan
  - Contract monitoring arrangements
- b) Other
  - Service Agreements with Boroughs
  - Risk assessment and risk management

##### 2007/08

- a) National Waste Strategy
- b) Landfill Allowances Trading Scheme (LATS)
- c) Insurance benchmarking

## Performance Indicators &amp; Targets

PI No.	Description	Contents/format	2003/04	2004/05	2005/06	2005/06	2006/07	2007/08
			Actual	Actual	Target	Actual	Target	Target
<b>CORPORATE HEALTH</b>								
11	% of senior posts filled by women							
11a	% of top 5% earners that are women	%						
11b	% of top 5% earners that are from ethnic minorities	%						
12	Days sick per member of staff	Days/full time equivalent employee						
14	Early retirements/staff	%						
15	Ill health retirements/staff	%						
16a	Staff with disabilities	%						
16b	Working age (18-65) people with disabilities	%						
17a	Staff from ethnic minorities	%						
17b	Working age (18-65) people from ethnic minorities	%						
156	Buildings w/facilities for people with disabilities	%	100%	100%	100%	100%	100%	100%
157	Types of interaction delivered electronically	%	100%	100%	100%	100%	100%	100%
<b>ENVIRONMENT</b>			<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
82a (i)	Recycling	% household waste	6%	9%	12%	11.21%	15%	15%
82a (ii)	Recycling	Tonnes	29,000	39,000	49,000	46,500	71,500	71,500
82b (i)	Composting	% household waste	2%	4%	6%	4.04%	7%	7%
82b (ii)	Composting	Tonnes	7,000	15,500	25,000	16,700	33,600	33,600
<b>82a (i) &amp; b (i)</b>	<b>Recycling &amp; composting</b>	<b>% household waste</b>	<b>8%</b>	<b>13%</b>	<b>18%</b>	<b>15.25%</b>	<b>22%</b>	<b>22%</b>
<b>82a (ii) &amp; b (ii)</b>	<b>Recycling &amp; composting</b>	<b>Tonnes</b>	<b>36,000</b>	<b>54,500</b>	<b>74,000</b>	<b>63,200</b>	<b>105,100</b>	<b>105,100</b>
Local	Recycling & composting RRC sites	% household waste	12%	32%	40%	43%	45%	50%
82c (i)	Recovery heat & power	% household waste	8%	8%	2%	6.36%	12.5%	17.5%
82c (ii)	Recovery heat & power	Tonnes	34,500	35,500	8,000	26,300	52,500	73,500
82d (i)	Landfill	% household waste	85%	80%	80%	78.39%	50%	50%
82d (ii)	Landfill	Tonnes	383,000	346,000	331,000	324,376	220,500	199,500
Local	Waste taken by road to landfill	% of total landfill	100%	80%	60%	57%	50%	40%
Local	Waste taken by rail to landfill	% of total landfill	0%	20%	40%	43%	50%	60%
Local	Biodegradable waste landfilled (new targets)	Tonnes	–	–	300,000	280,000	285,000	265,000
84a	Amount of household waste collected	Kgs per head	537kg	492kg	515kg	467.8kg	475kg	475kg
84b	Household waste collection (% change in kgs per head)	Percentage change	-7%	-8%	–	-4.93%	+1.5%	0%
87	Cost of municipal waste disposal	£ per tonne	£45	£51	£63	£56.17	£68	£88

### Recycling Performance

As a result of ELWA's strategy, recycling performance is significantly increasing as predicted. Investment is continuing to provide new facilities and improved performance.

### Recovery heat, power and reduced landfill

Additional facilities are currently being constructed to significantly increase the potential for the recovery of energy from waste and reduce the amount of residual waste being landfilled. N.B. Weight loss via the new facilities will result in BV82a and BV82d not adding up to 100% of the total waste.

### Household waste collected

The targets for the waste collected per head of population for 2006/07 and 2007/08 have been set at the level achieved in 2005/06 i.e. approximately 475kg per head. The total amount of waste collected is likely to increase as population in this part of the Thames Gateway rises.

### Action Plan to achieve targets

The approval of the Joint Waste Management Strategy and related Action Plans will be the stimulus for increased performance during 2006/07 and 2007/08.

ELWA's improvement in recycling performance and diversion from landfill performance will result from the introduction of the Bio-MRF as described in Section 5.

### Cost of municipal waste disposed

The cost of waste disposed is rising steeply as local authorities strive to achieve higher recycling performances and as the cost of landfilling residual waste increases (partly because of increasing landfill taxes). ELWA's costs per tonne are not strictly comparable with other Waste Disposal Authorities because, under the Integrated Waste Management Strategy, ELWA (not the Constituent Councils) meets the cost of the four Reuse & Recycling Centres (Civic Amenity sites) and meets the cost of separating, sorting, transporting and final processing of the recyclates collected by the Councils. Together these activities added between £10 and £15 per tonne to ELWA's cost per tonne figures shown above. ELWA's figures also exclude PFI grant which reduces the cost to local Council Tax payers by approximately £10 per tonne.

### The Authority's responsibilities

The Authority is required:

- to make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. In this Authority, that officer is the Finance Director
- to manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets
- to approve the Statement of Accounts.

The Authority publishes an annual Financial Statement presenting the accounts. The purpose is to give clear and precise information about the financial affairs of the Authority to both members of the Authority and the public.

The Financial Statement is available on the ELWA website ([www.eastlondonwaste.gov.uk](http://www.eastlondonwaste.gov.uk)) or by contacting the ELWA Office Manager on **020 8270 4964**.

### A brief summary of the draft unaudited Financial Statements is shown below.

#### Balance Sheet at 31st March 2006

		£M
<b>Assets</b>	long term	10.3
	current assets	30.6
<b>Less: Liabilities</b>	long term borrowing	2.1
	current liabilities	10.0
<b>Net worth</b>		28.8

#### Revenue Account for the year to 31st March 2006

	£M
Expenditure	37.5
<b>Less: Income from fees, grants and interest</b>	15.3
<b>Add: net appropriations to reserve</b>	4.9
<b>Income from Levy (see below)</b>	29.8
<b>Surplus for Year</b>	2.7

Lower than expected tonnages of waste for disposal reduced expenditure and contributed to this surplus.

### Audit of Accounts 2004/05

The main key messages (review):

- The District Auditor gave an unqualified audit opinion on 31st October 2005 in respect of the Authority's accounts for the year ended 31 March 2005.
- The District Auditor issued a statutory report on the Authority's Best Value Performance Plan (BVPP) on 30 November 2005. It contained no recommendations for ELWA.
- The Authority's position regarding the financial aspects of corporate governance is sound.
- The District Auditor could continue to place reliance on the work of Internal Audit.
- The Authority's overall arrangements to ensure the legality of financial transactions are adequate.
- The District Auditor commented that the performance of the Authority was very pleasing and that at the current time its officers were addressing issues in an entirely appropriate manner.

*A copy of the District Auditor's Annual Audit Letter for 2004/05, which incorporates the Best Value statutory requirements is available on the ELWA website ([www.eastlondonwaste.gov.uk](http://www.eastlondonwaste.gov.uk)) or by contacting ELWA's Office Manager, on **020 8270 4964***

We are keen to hear from local people and other interested individuals or organisations about our plans and would positively welcome comments on this document. There is a pre-paid reply form included at the back of this plan or you can contact ELWA's Office Manager on **020 8270 4964** or via e-mail at **elwaofficemanager@lbbd.gov.uk**

This plan and other useful information about ELWA is available on our website, **www.eastlondonwaste.gov.uk**

You may be interested to know that your local council has also produced its own Best Value Performance Plan. This will cover all the services they provide, including information on their refuse collection, recycling and street cleaning services. Plans for the four councils are available from:

- London Borough of Newham**  
Attn. Janice Edwards,  
Performance Intelligence,  
Business Improvement,  
The Old Technical College,  
Town Hall, Barking Road,  
East Ham, London E6 2RP  
Tel: 020 8430 3367 or visit  
[www.newham.gov.uk](http://www.newham.gov.uk)
- London Borough of Redbridge**  
Attn. Peter Sass,  
Interim Head Performance &  
Improvement,  
Town Hall, PO Box 2,  
High Rd, Ilford, Essex IG11 1DD  
Tel: 020 8708 2668 or visit  
[www.redbridge.gov.uk](http://www.redbridge.gov.uk)

**London Borough of Barking & Dagenham**

- Attn. John Archer,  
Futures, Civic Centre,  
Dagenham, Essex RM10 7BN  
Tel: 020 8227 3252 or visit  
[www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk)

- London Borough of Havering**  
Attn. Dave Armstrong,  
Performance Team,  
8th Floor, Mercury House,  
Romford Essex, RM1 3RX  
Tel: 01708 432103 or visit  
[www.havering.gov.uk](http://www.havering.gov.uk)

**Monday - Friday  
9.00am - 5.00pm**



**ELWBV/06/1**

**For free translation phone**

للترجمة المجانية الرجاء الاتصال هاتفياً.

欲索取免費譯本，請致電。

**Pour une traduction gratuite, téléphonez**

मुफ्त अनुवाद के लिए फोन कीजिए

സൗജന്യമായ തർജ്ജമയ്ക്കായി ബന്ധപ്പെടുക

**Turjubaan lacag la'aan ah ka soo wac telefoonka.**

**Para uma tradução grátis, telefone.**

বিনামূলিতে অনুবাদের জন্য টেলিফোন করুন

મફત ભાષાંતર માટે ફોન કરો.

मुँहउ अनुवाद लयी डेन वरु

مفت ترجمے کے لئے ٹیلیفون کیجئے۔

**Za besplatne prevode pozovite**

**Para obtener una traducción telefónica gratuita llame al:**

Перевод – бесплатно. ЗВОНИТЕ.

**Për një përkthim falas telefononi.**

இலவச மொழிபெயர்ப்புக்கு தொலைபேசி செய்யவும்.

Για δωρεάν μετάφραση, τηλεφωνήστε.

Ücretsiz çeviri için telefon edin.

Điện thoại để được thông dịch miễn phí.

بق وەرگێران (تەرجومه کردن) به خۆرای، ته له فۆن بکه.

**Del nemokamo vertimo skambinkinte**

**For large print or braille phone**

**020 8430 6291**

© Newham Language Shop


Version 6 - 3/2006

## Tell Us What You Think?

Thank you for reading our Best Value Performance Plan. We hope you found it useful and interesting.

We would like to know what you think of it and would appreciate it if you could take time to answer the questions on this page and return it to the FREEPOST (no stamp is required) address below.

East London Waste Authority, FREEPOST ANG1108, Barking, IG11 8ZZ



It was easy to read and understand	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	No Opinion <input type="checkbox"/>
The information was useful	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	No Opinion <input type="checkbox"/>
I agree with the targets set for next year	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	No Opinion <input type="checkbox"/>

If you want to make any additional comments on any of these statements or would like some additional information please use the comments box below.

Name

Address



For more information about ELWA contact the ELWA Office Manager on **020 8270 4964** or via e-mail at [elwaofficemanager@lbbd.gov.uk](mailto:elwaofficemanager@lbbd.gov.uk)

Alternatively, you can visit our website at [www.eastlondonwaste.gov.uk](http://www.eastlondonwaste.gov.uk)

The East London Waste Authority is responsible for the disposal of waste generated by residents of the London Borough of Barking & Dagenham, Havering, Redbridge and Newham.

elwa



For more information about ELWA contact the ELWA Office Manager on **020 8270 4964** or via e-mail to **[elwaofficemanager@lbbd.gov.uk](mailto:elwaofficemanager@lbbd.gov.uk)**

Alternatively, you can visit our website on **[www.eastlondonwaste.gov.uk](http://www.eastlondonwaste.gov.uk)**